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TRANSMITTAL SLIP	DATE
TO: DDA	
ROOM NO.	BUILDING
REMARKS:	
FROM: O/DTE	
ROOM NO. 1026	BUILDING CofC

FORM NO. 1 FEB 56 241 REPLACES FORM 36-8 WHICH MAY BE USED. (47)

STAT

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DDA SUBJECT FILE COPY RELEASED ISSUED

OTE 86-7579

1-5

9 APR 1986

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence-Designate
Deputy Director of Central Intelligence
Deputy Director for Administration

FROM: [redacted] 25X1
Director of Training and Education

SUBJECT: Schedule for Career Trainee Graduation Ceremony, 14 April 1986

REFERENCE: Memo to DCI from D/OTE dtd 24 March 1986
Subject: Career Trainee Graduation Ceremony

1. The following schedule is submitted in connection with your participation in the Career Trainee Graduation Ceremony on 14 April 1986 at 1000 hours in Room 1A07 Headquarters:

0955	D/OTE arrives at your office to escort you to 1A07 HQS.
1000	Arrive at 1A07 HQS. D/OTE escorts you to your seat.
1000	D/OTE Introduction.
1005	DCI Remarks (from lectern). Pause for applause. DCI says something like: "...and now [redacted] 25X1 the Director of Training and Education will assist me in presenting the certificates." DCI moves to center stage. D/OTE moves to lectern.
1015	Presentation of Certificates (D/OTE reads names and hands certificate to DCI). The trainees will cross the stage from DCI's left and exit from the DCI's right.

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SUBJECT: Schedule for Career Trainee Graduation Ceremony, 14 April 1986

At the conclusion of the ceremony, the D/OTE will escort you to the rear of the room where we hope you will have a few minutes to chat informally with the Career Trainees before returning to your office.

2. Attached is a list of the trainees who will be honored at the ceremony and some proposed remarks for use in your talk.

25X1

Attachments

Distribution:
Orig - Addressee
1 - Executive Registry
2 - DDA
2 - O/DTE
2 - OTE Registry
1 - OTE/CTD

OTE/CTD/ ktd(8Apr86)

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FIRST OF ALL, LET ME SAY THAT I AM DELIGHTED TO BE HERE AS YOUR SPEAKER TO APPLAUD YOUR GRADUATION FROM THE CAREER TRAINING PROGRAM. ON SUCH OCCASIONS IT IS CUSTOMARY FOR SOMEONE LIKE ME TO SAY A FEW THINGS INFORMATIONAL, A FEW THINGS INSPIRATIONAL, AND PERHAPS A FEW THINGS "CONGRATULATIONAL." I HOPE TO DO ALL THOSE THINGS. BUT MOST OF ALL, I WANT TO CONVEY MY WARMEST PERSONAL CONGRATULATIONS TO EACH OF YOU AND TO REMIND YOU THAT COMPLETION OF THIS PROGRAM MARKS ONLY THE BEGINNING OF YOUR INTELLIGENCE CAREER. YOU WILL FIND CIA TO BE A CHALLENGING ORGANIZATION; I ONLY HOPE THAT OUR CHALLENGES ARE EQUAL TO YOUR EXPECTATIONS.

AS MANY OF YOU KNOW, I BEGAN MY OWN INTELLIGENCE CAREER NEARLY FORTY-TWO YEARS AGO WITH AN ORGANIZATION KNOWN AS THE OFFICE OF STRATEGIC SERVICES--OR OSS. OSS WAS THEN DEEPLY INVOLVED IN SUPPORTING OUR FORCES AND OUR FRIENDS IN DEFEATING THE AXIS POWERS WHO THEN CONTROLLED ALL OF EUROPE, MUCH OF EAST ASIA, AND A GOOD BIT OF NORTH AFRICA TO BOOT. GENERAL "WILD

BILL" DONOVAN SET ....

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BILL" DONOVAN SET UP, WITH PRESIDENT ROOSEVELT'S FULL APPROVAL, AMERICA'S FIRST INDEPENDENT INTELLIGENCE ORGANIZATION TO MEET THESE CHALLENGES.

INDEED, WHEN GENERAL DONOVAN ESTABLISHED THE OSS IN 1942, HE ESTABLISHED AN ORGANIZATION WHICH EXEMPLIFIED THE HIGHEST IDEALS OF EXCEPTIONAL PERFORMANCE AND DEVOTION TO DUTY. THIS TRADITION HAS ENDURED THROUGH MORE THAN FORTY YEARS AS A CORE VALUE OF THE CENTRAL INTELLIGENCE AGENCY. PROBABLY NO OTHER INTELLIGENCE ORGANIZATION IN THE WORLD HAS ACHIEVED AS MUCH, OR HAS GIVEN ITSELF SO DEEPLY, AS HAS THIS AGENCY. CLEARLY, THE HISTORY OF THE WARTIME OSS AND THAT OF THE POSTWAR CIA IS A HISTORY OF MEETING GREAT CHALLENGES--AND MEETING THEM SUCCESSFULLY.

YOU--YOUR CLASS AND OTHERS LIKE YOU--WILL BE THE INTELLIGENCE PROFESSIONALS WHO MUST MEET AND MASTER TOMORROW'S CHALLENGES. IN YOUR RANKS THERE ARE A GOOD NUMBER OF CASE OFFICERS, A SPRINKLING OF ANALYSTS, SOME SUPPORT OFFICERS, AND SOME TECHNICAL SPECIALISTS. TOMORROW'S CHALLENGES MAY BE VERY DIFFERENT FROM THOSE FACED BY OSS FORTY YEARS AGO OR BY CIA TODAY. BUT THE CHALLENGES WILL NONETHELESS BE THERE--AND THEY WILL TEST EACH AND EVERY ONE OF YOU. (PAUSE)

DURING YOUR TIME.....

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DURING YOUR TIME IN THE CT PROGRAM YOU HAVE NO DOUBT HEARD HOW WE TOUT OUR COMPUTERS AND OUR HIGH-TECHNOLOGY EQUIPMENT. YOU HAVE HEARD US EXTOL OUR MINIATURE DEVICES, OUR HIGH RESOLUTION CAMERAS, AND OUR SOPHISTICATED ELECTRONICS GEAR. YOU HAVE HEARD US PRAISE OUR FINISHED ANALYSIS AND OUR TIMELY REPORTING FROM AROUND THE GLOBE. AND YOU HAVE HEARD US PAEAN THE SUPPORT SERVICES SUCH AS LOGISTICS, MEDICAL CARE, AND TRAINING. AND IT IS RIGHT THAT WE SHOULD DO THIS.

BUT NONE OF THIS WOULD BE POSSIBLE WITHOUT HIGHLY-MOTIVATED OFFICERS LIKE YOU.

THE AGENCY EMPLOYEE IS THE MOST VALUABLE RESOURCE WE HAVE. I WANT EACH OF YOU TO REMEMBER THAT. I WANT EACH OF MY MIDDLE MANAGERS TO REMEMBER THAT. AND I WANT EACH OF MY DEPUTY DIRECTORS TO REMEMBER THAT. ONLY PEOPLE CAN MAKE AND MOVE THE EQUIPMENT. ONLY PEOPLE CAN RISK THEIR LIVES OBTAINING THE CRITICAL INFORMATION WE NEED. ONLY PEOPLE WITH BRAINS AND INTELLECTUAL COURAGE CAN PEER THROUGH THE UNCERTAINTIES AND FOG OF INTERNATIONAL AFFAIRS AND PRESENT CLEAR, CONCISE FINISHED INTELLIGENCE TO OUR NATIONAL LEADERS.

THE KEY TO MEETING THESE CHALLENGES CONSISTENTLY AND WELL LIES IN THE EXCELLENCE OF OUR IDEAS, THE EXCELLENCE OF OUR KNOWLEDGE, AND MOST ESPECIALLY THE EXCELLENCE OF OUR EFFORTS.

EXCELLENCE, LIKE QUALITY....

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EXCELLENCE, LIKE QUALITY, CANNOT BE DEFINED APART FROM THE THINGS THAT HAVE IT. EXCELLENCE IS ACTIVE. EXCELLENCE IS CURIOUS. EXCELLENCE IS BEING A BIT ADVENTURESOME--PERHAPS TAKING A RISK. EXCELLENCE IS GOING THE EXTRA MILE EVEN THOUGH YOU REALLY DON'T HAVE TO. EXCELLENCE IS INSPIRING OTHERS AND CHALLENGING THEM TO DO BETTER THAN THEIR BEST.

EXCELLENCE, ULTIMATELY, IS PEOPLE AND WHAT THEY DO, OR CREATE, OR ACHIEVE. EDISON'S REMARK "GENIUS IS ONE PERCENT INSPIRATION, AND NINETY-NINE PERCENT PERSPIRATION," IS CERTAINLY AN APPROPRIATE THOUGHT FOR SUCCESS IN THIS AGENCY. GREAT ACHIEVEMENTS ARE MADE BY PEOPLE. CHALLENGES ARE MET--AND MASTERED--BY PEOPLE. AND TRADITIONS ARE CARRIED ON BY PEOPLE.

FIVE OF THE CHARACTERISTICS THAT SHOULD BE SIGNPOSTS OF YOUR CAREERS AT CIA ARE: DEVOTION, EFFORT, INGENUITY, ENTERPRISE, AND COURAGE.

DEVOTION --IS A DEDICATION TO DOING THE JOB THAT FAR EXCEEDS EVEN THE HIGH STANDARDS WE REQUIRE OF OURSELVES.

EFFORT --IS THE VOLUNTARY INVESTMENT OF SKILLS AND SWEAT TO MAKE THINGS JUST A LITTLE BIT BETTER FOR EVERYBODY ELSE.

INGENUITY --IS THE USE OF THOUGHT AND CREATIVITY TO BRING NEW PRODUCTS OR SERVICES INTO BEING. SOMETIMES IT INVOLVES ONLY SEEING FAMILIAR THINGS IN A NEW WAY.

ENTERPRISE -- IS THE

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ENTERPRISE -- IS THE WILLINGNESS TO STRIVE FOR SOMETHING NEW DESPITE THE EASY TEMPTATION OF STICKING COMPLACENTLY TO THE STATUS QUO.

COURAGE -- IS THE ABILITY TO PERSIST WITH A GOOD IDEA DESPITE DIFFICULTIES, SETBACKS, RIDICULE, OR THE INDIFFERENCE OF OTHERS.

WITH THESE FIVE QUALITIES, YOU WILL SUCCEED IN WHATEVER YOU DO.

WE ARE A FAMILY HERE AT CIA, AS ARE ALL CORPORATIONS, AND YET THE PECULIAR NATURE OF OUR BUSINESS PLACES AN EVEN GREATER OBLIGATION ON US TO ENSURE THAT THE COOPERATIVE SPIRIT OF BEING A FAMILY IS FIRMLY ESTABLISHED AND MAINTAINED. WE CIA PEOPLE CANNOT PUBLICLY ACKNOWLEDGE OR REVEL IN OUR SUCCESSES, OR EVEN SHOW PUBLICLY THE PRIDE IN SIGNIFICANT INDIVIDUAL CONTRIBUTIONS THAT IS POSSIBLE WITH SUCH EXCELLENT CORPORATIONS AS IBM, XEROX, AND OTHERS. WE MUST BE AWARE OF THIS LIMITATION AND THUS GO TO EXTRA LENGTHS TO ENSURE THAT AN ENVIRONMENT EXISTS WITHIN OUR WALLS THAT PERMITS SUCH RECOGNITION, AND ENGENDERS THE PRIDE WE FEEL FOR THE INTELLIGENCE BUSINESS. ONE SUCH CELEBRATION IS TAKING PLACE HERE THIS MORNING.

WHEN WE HAVE.....

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WHEN WE HAVE CONCLUDED OUR CEREMONIES HERE TODAY, EACH OF YOU WILL SET OFF ON A NEW CAREER PATH. YOU CAME TO US FROM MANY DIFFERENT AND VARIED BACKGROUNDS -- SOME OF YOU WERE ECONOMISTS, TEACHERS, LINGUISTS, HISTORIANS, ACCOUNT EXECUTIVES, AND MILITARY OFFICERS BEFORE ENTERING ON DUTY. AND, FOLLOWING YOUR GRADUATION TODAY, YOU WILL AGAIN GO YOUR SEPARATE WAYS AS OPERATIONS OFFICERS, AND IN MANY OTHER SPECIALTIES. BUT I HOPE THAT YOUR COMMON EXPERIENCE IN THE CAREER TRAINING PROGRAM HAS MADE EACH ONE OF YOU -- FIRST AND FOREMOST -- AN INTELLIGENCE OFFICER. WHATEVER DIRECTION YOUR CAREER MAY TAKE, REMEMBER THAT ALWAYS,

(PAUSE FOR EMPHASIS)

THROUGH THIS PROGRAM WE HAVE GIVEN YOU A HEAD START IN A CAREER THAT MANY ON THE OUTSIDE ENVY. FROM THIS POINT ON, YOU WILL BE JUDGED AND ADVANCED ON YOUR ACHIEVEMENTS AND ON THE QUALITY OF YOUR WORK. I WELCOME YOU TODAY AS FELLOW MEMBERS OF THE INTELLIGENCE PROFESSION AND AS COLLEAGUES IN AN ORGANIZATION THAT HAS EXCEPTIONAL SERVICE AS ITS CODE. I WELCOME YOU TO THE CHALLENGES YOU WILL MEET AND THE TRADITIONS THAT YOU WILL CARRY ON TO THE NEXT GENERATION OF INTELLIGENCE PROFESSIONALS. THANK YOU.....

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